MEMBER REPORT

SEPTEMBER-DECEMBER 2020
MESSAGE FROM OUR CHAIR

ADAPTING TO A NEW REALITY

Looking back on 2020, while it was full of unprecedented challenges, I also see unprecedented wins that have accelerated innovation in the mining industry. It has been a privilege to watch the industry rise to the occasion as they’ve turned their operations upside-down and developed entirely new ways of working to adapt to the new reality.

Despite the shift to the virtual world, the velocity of collaboration across the industry has increased thanks to the rapid response from the industry, improving the way we work and connect with one another. The industry has shown itself to be capable of innovation, advancing technologies, while also taking greater than ever care of worker’s health and well-being.

Safety continues to be a key priority as we look to the year ahead. Removing workers from hazardous conditions, protecting their health by continuing to enable remote work, and improving support to communities are a focus as the industry continues to innovate operations in the new year.

As an industry-led organization, the focus on safety, technology, and innovation are key drivers of our projects. Recently, we have launched the Implementation of Autonomous Systems version 2 guideline project, a System Safety for Autonomous Mining white paper project, and a white paper project for cybersecurity. As remote work and automation increase as a result of Covid-19, these projects aim to provide essential guidance and information to ameliorate this transition.

Other new initiatives include the launching and developing of working groups, the most recent of which is the Sustainability working group which was voted in strong favour by members and is currently in the process of defining scope and objectives. The Mineral Processing working group and its Industrial Comminution Efficiency sub-committee are very active: reviewing existing guidelines and putting forth proposals for projects including metal accounting, geometallurgy, process control, and several others to be defined this year.

Additionally, the Interoperability and the Data Access and Usage working groups have merged their efforts to enable clear alignment between projects and clarity for the working group community. Key focuses have been to finalize the interoperability roadmap project and re-visit the open mining format project.

As the range of our initiatives grows, so does our community. It is my pleasure to welcome Stantec, XMPro, Emesent, ShookIOT, Solvay, Saminco and the McGill COSMO Stochastic Mine Planning Laboratory. The growth not only strengthens collaboration efforts by diversifying the range of perspectives, it extends the reach of valuable guidance to our industry.

I would like to take this opportunity to extend a special thank you to all the volunteers who have dedicated their time to contribute to projects, attend workshops and forums, share their knowledge, and provide their insights over the past months. Your dedication to this industry is reflected by the quality of guidance we are able to provide, an outcome which would be impossible without you. The incredible ability of this industry to come together to co-operatively work towards common goals enables the success of a collaborative organization like GMG.
Hello!

We hope you and your family are doing well.

We're taking advantage of this moment to say **THANK YOU** for the time, effort and expertise you've contributed to keeping the collaboration going.

**THANK YOU** for being such a dedicated, tenacious and resilient member of our fantastic industry!

**THANK YOU** for popping up on our screens throughout the past 10 months – the warm greetings, the smiles, and the laughter have made a big impact in our lives and helped us navigate these tough times.

We can't wait to see you again, in person – hopefully at some point this year. Until then, take care and stay safe.

*Your GMG Team*
SNAPSHOT
September through December

NEW MEMBERS
Emesent • Magotteaux • McGill COSMO Stochastic Mine Planning Laboratory • Rithmik • Saminco • ShookIOT • Stantec • XMPro

FOLLOWERS
LinkedIn page: 7,692
LinkedIn group: 901
Twitter: 1,750

EDUCATION
2 workshops • 34 Project Calls • 6 Project Steerco Calls • 5 Working Group Steerco Calls • 2 Leadership Council Sub-committee Calls • 11 Interactive Online Events • 1 Leadership Summit (3 events)

TOTAL MEMBER COMPANIES
108

LEARNINGS
More than 60 industry presentations given at GMG virtual events this year are now available on GMG’s YouTube Channel. Check it out and subscribe!

COMMUNITY
5,316 total participants

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COMMUNITY
5,316 total participants
Published guidelines
• Guideline for Applying Functional Safety to Autonomous Systems in Mining
• A Standardized Time Classification Framework for Surface Mining

Other materials published
• Mining Response to COVID-19 (summit report)
• COVID 19 Response and Return to Work Portal (web resource)
• Advancing Employee Engagement in Mining: Insights from the Inaugural MECA Symposium (white paper)

Guidelines / white papers in final draft
• Guideline for Sharing Open Data Sets for Artificial Intelligence in Mining
• Determining the Bond Efficiency of Industrial Grinding Circuits (Revision 2)
• Recommended Best Practices for Battery Electric Vehicles v3

• System Safety for Autonomous Equipment
• Morrell Method for Determining Comminution Circuit Specific Energy and Assessing Energy Utilization Efficiency of Existing Circuits (Revision 2)

Other publications in final draft
• Mobile Equipment Open Data: Report on Industry Challenges and Next Steps
• Interoperability Definition and Principles (now white paper)
• 3 Autonomous skills migration case studies (ready to publish once the fourth is finalized and approved)
• Interoperability Landscape
• Workforce of the future and climate action landscapes were also developed

Other smaller publications
• Workshop outcomes (15 throughout the year)
• Videos from events and webinars (64 on our YouTube channel)
• Electric Mine Operational Knowledge Sharing survey/workshop outcomes
Current working groups and projects

- **Underground Mining**
  - Artificial Intelligence
  - Cybersecurity (jointly with MM-ISAC)

- **Mineral Processing**
  - Location Tracking
  - Overall Equipment Effectiveness *
  - Metal Accounting *
  - Industrial Commination Efficiency
  - Process Control *
  - GeoMetallurgy *

- **The Electric Mine**
  - Battery Electric Vehicles in Mining v3
  - Electric Mine Operational Knowledge Sharing Platform

- **Data Access and Usage / Interoperability**
  - Interoperability Landscape
  - Interoperability Definitions and Principles White Paper

- **Asset Management**
  - Mobile Mining Technology Integration *

- **Autonomous Mining**
  - System Safety for Autonomous Equipment
  - Implementation of Autonomous Systems in Mining v2
  - Autonomous Mining Skills Migration Case Studies

- **Cybersecurity**
  - Vendor Security Management
  - Cybersecurity White Paper Sub-committee

- **GMG**
  - Mobile Equipment Open Data Consensus v2
  - Data Exchange for Mine Software (Open Mining Format)
  - GMG Data Working Group Definition Paper *

* Proposal under development
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<thead>
<tr>
<th>GROUPS</th>
<th>PROJECTS</th>
<th>LATEST INFO</th>
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<tbody>
<tr>
<td>Artificial Intelligence</td>
<td>Implementation of AI in Mining Guideline</td>
<td>Recent Developments:</td>
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<tr>
<td></td>
<td>Leverage lessons learned and case study examples from experience applying AI in mining to develop an implementation guideline and develop a roadmap for the industry so that AI applications can be scalable.</td>
<td>• Content developed in all sections</td>
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<td></td>
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<td>• New structure and plan for finishing the technical section</td>
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<td>• Ethics and Education sections were restructured</td>
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<td><strong>Next Steps:</strong></td>
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<td>• Restructure and finalize technical foundation section and engaging with experts to make final changes needed</td>
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<td>• Refinement of Business, Ethics, and Education sections to narrow in on mining-specific work</td>
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<td>• Creating a timeline for completion in 2021</td>
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<td>Open Data Sets for AI in Mining Guideline</td>
<td><strong>Recent Developments:</strong></td>
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<td>Phase one: develop a guideline for making open data sets for AI in mining available. It covers management considerations such as benefits and business risks and license types and implementation considerations such as identifying data to be shared, extracting and preparing data, anonymization, risk assessment, approval and release, and making data sets public</td>
<td>A rough draft of the guideline will be ready shortly. A decision was made to demonstrate the efficacy of the guideline through the development of open data sets; 3 demo projects are in preliminary stages.</td>
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<td><strong>Next Steps:</strong></td>
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<td>Carry out the demonstrations; update the guideline if needed. Following that, the guideline will undergo review prior to publication.</td>
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<td>Asset Management</td>
<td>Proposed projects:</td>
<td>Recent Developments:</td>
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<td>• Develop a roadmap for journey from reactive maintenance to proactive asset management.</td>
<td>The steering committee updated the group’s mandate and agreed on the first two projects to be launched:</td>
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<td>• Develop a common taxonomy</td>
<td>• Development of a mobile mining asset management framework and roadmap</td>
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<td></td>
<td>• Development of common definitions</td>
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<td><strong>Next Steps:</strong></td>
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<td>Virtual education events were held in December 2020 and January 2021. There will be two workshops in February to kick off the asset management framework project. The steering committee will be meeting in March.</td>
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<td><strong>Autonomous Mining</strong></td>
<td><strong>Implementation of Autonomous Systems in Mining Guideline v2</strong>&lt;br&gt;Guideline first published in 2019: Communicate and educate based on current industry practices and common terms of reference and provide guidance on justifying, planning, developing, testing, implementing, and executing autonomous systems. Version 2 is under development to update the content to reflect the rapidly changing landscape around autonomous technologies.</td>
<td><strong>Recent Developments:</strong>&lt;br&gt;The content generation phase was launched with the onboarding of volunteers. <strong>Next Steps:</strong>&lt;br&gt;A series of workshops are planned for Q1 2021.</td>
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<td><strong>System Safety White Paper</strong>&lt;br&gt;Developing a white paper that aims to provide valuable context and education about system safety to enable safety and operational effectiveness throughout all phases of the autonomous system lifecycle.</td>
<td><strong>Recent Developments:</strong>&lt;br&gt;The steering committee met in November and revised the structure of the white paper. Each section was assigned champions to revise and peer review the content. In January 2021 the committee met once again to review and finalize each section. All sections have been completed except for one. <strong>Next Steps:</strong>&lt;br&gt;• Gathering volunteers to finalize the section on software&lt;br&gt;• Send the full clean draft for critical review before final editing and layout</td>
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<td><strong>Autonomous Mining Skills Migration Case Study Development</strong>&lt;br&gt;Develop several case studies of skills migration and upskilling from organizations that have implemented autonomous systems that mining companies can use to help make their existing and new autonomous mining implementations successful.</td>
<td><strong>Recent Developments:</strong>&lt;br&gt;Four case studies (from Rio Tinto, Vale and two anonymous) are complete and will be published soon. <strong>Next Steps:</strong>&lt;br&gt;• Publication of case studies on GMG website will be ongoing as they are received&lt;br&gt;• Seeking further companies to develop case studies</td>
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<td><strong>Vendor Security Management Guideline</strong>&lt;br&gt;Build a guideline for both operators and vendors to use to enable a resilient supply-chain. It will provide clear steps for vendors and operators to identify solutions to vulnerabilities in the vendor/operator system, understand how the industry is connected and provide guidance on asset management practices.</td>
<td><strong>This guideline aims to provide:</strong>&lt;br&gt;• Context on the risks, industry challenges, and the importance of the risk assessment and scaling to risk&lt;br&gt;• General guidance on cybersecurity such as a list of key requirements and non-negotiables, roles and responsibilities, information sharing requirements, remote support and policy recommendations&lt;br&gt;• A technical framework including security monitoring approaches to a variety of vendor types and sizes, practices when sharing data, and how to securely transfer data&lt;br&gt;• Use cases that identify the onsite needs and categories of security risk associated with different types of vendors and understand how vendors and mining operations can establish an agreed approach to managing them. Suggested top use cases include authentication activities, account management, connection activities, and more.&lt;br&gt;• Guidance on validation and certification&lt;br&gt;<strong>Next steps:</strong>&lt;br&gt;Agree on a strategy for content development and collection of use cases <strong>Current needs:</strong>&lt;br&gt;Involvement from cybersecurity and IT departments from industry (mining, OEMs, OTMs and consultants)</td>
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| Data Access and Usage / Interoperability | **Mobile Equipment Technology Integration**  
Build a framework of how mobile equipment integrates with the ecosystem of other mining products and developing a common terminology. | **Recent Developments:**  
• Leadership Council sub-committee identified this as an industry priority project to be launched in Q1 |
|                                    | **GMG Data Working Groups Definition Paper**  
The white paper will align the scope of the data access usage and interoperability working groups, and will define the focus and priorities for the newly named working group to address existing and new areas such as digital twins, and to ensure that we can provide horizontal support to the other working groups (e.g. Autonomous Mining) | **Recent Developments:**  
Held two meetings in late November with member companies to discuss priorities and what currently exists and gather input. A suggestion was made to produce a white paper to position what the group will work on. |
|                                    | **Data Exchange for Mine Software (Open Mining Format)**  
The OMF is an open-source file specification to support data interchange across the entire mining community.  
Version 1, released in 2017, supports basic structures including points, lines, surfaces, meshes and volumes. Version 2 (under development) has extended that support to block models, computer-generated representations of orebodies that contain valuable data about them. Currently the C++ version is under development. Visit [OMF on GitHub](https://github.com/omf) | **Recent Developments:**  
Steerco group met in late November to identify a plan for the project. Outcomes:  
• Need for communications tools for mining companies to help build support within organizations  
• Finalize version 2 in the first half of 2021  
• A mining companies sub-committee will set priorities for further development work |
|                                    | **Mobile Equipment Open Data Consensus**  
In Fall 2020, a report was circulated among GMG mining company and OEM members to further refine and understand industry priorities. GMG has gathered responses from 6 OEMs and 8 mining companies, and an updated report based on these responses will be circulated shortly to define next steps. Based on the outreach, overall, the standard definitions challenge was identified as the top priority. This will likely branch into more than one project. | **Recent Developments:**  
Report is in final stages before publication |
|                                    | **Next Steps:**  
• Form steering committee to define projects  
• Series of workshops to enable volunteer input | **Next Steps:**  
• Report to be reviewed by participating companies and GMG Leadership Council then published  
• Report will be submitted to the Working Group Steering Committee for consideration in the development of the project pipeline |
<p>| GROUPS |
|------------------|------------------|------------------|
| <strong>Data Access and Usage / Interoperability (cont’d)</strong> | <strong>Projects</strong> | <strong>Latest Info</strong> |
|  | Interoperability Definitions and Principles White Paper | Recent Developments: Finalization group met in early December and decided to publish this as a white paper (originally planned as a guideline), which better reflects its purpose. Roadmap, previously part of it, will be taken out and shared with the Mobile Equipment Technology Integration Leadership Council sub-committee as a reference. Next Steps: Reformattting and final sign-off for publication |
|  | Interoperability Landscape | <strong>Next Step:</strong> Release first iteration |
|  | Location Tracking | Recent Developments: A meeting was held in October to determine the best way to share information on location tracking. It was decided that a use cases approach would be the most effective and volunteers would submit them with a template created by GMG. A “solutions” section of the guideline would also support the materials collected. The goal being that the user would use the guideline as a starting off point for their project to help develop their idea and create a project plan based on others best practices. Next Steps: Meet in Q1 2021 to review submitted use cases as well as look over “solutions” section of the document. |
|  | Battery Electric Vehicles in Mining Guideline v3 | Recent Developments: Content developed over the last four months by volunteer experts includes: • New risk assessment section • A proposed re-structure for the chargers section by charger experts • Ventilation section was expanded • Vehicle design section was re-structured • New content on HVDC electrical systems • Preliminary edit complete to clean up the document Next Steps: • Surface mining operators meeting to determine plan • Battery experts to review existing content • Mining companies to conduct critical review of content • A series of peer review workshops with project group to review entire draft guideline and fill in minor gaps |</p>
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| The Electric Mine (cont’d) | Electric Mine Operational Knowledge Sharing Platform Create a neutral platform to share operational data for electric surface and underground equipment. The industry can use this information to accelerate innovation and adoption. | Recent Developments:  
• Drafted KPIs  
• Researched options for a platform development and hosting  
Next Steps:  
• Develop KPIs as a guideline  
• Mining companies prioritizing what data they will share and how it will be collected  
• Circulate an RFP for the platform |
| Mineral Processing | Industrial Commination Efficiency – Guideline Review  
• Determining the Bond Efficiency of Industrial Grinding Circuits (Published in 2016, Under Review)  
• Morrell Method for Determining Comminution Circuit Specific Energy and Assessing Energy Utilization Efficiency of Existing Circuits (Published in 2016, Under Review)  
• Methods to Survey and Sample Grinding Circuits for Determining Energy Efficiency (Published in 2016, Review scheduled for 2021) | Recent Developments:  
Bond and Morrell guideline review meetings were held, both guidelines have minor changes needed, and content updates and editing are underway  
Next Steps:  
• Final Bond Efficiency draft guideline is very close to completion (finalization of the layout) and will be sent for approval by the project leaders  
• Final Morell Method draft guideline will soon be completed and a meeting will be held for peer review  
• Initial meeting to review the Survey and Sample Grinding Circuits guideline will happen in early 2021 |
| Working Group has many proposed potential projects under development. All are with ad hoc steering committees to flush out problem statements, objectives and scopes, to be submitted to the Working Group steering committee for approval. | Overall Equipment Effectiveness (OEE) Proposed guideline on what measures should be for different unit operations and how to select the appropriate availability, performance, and quality components | Fine Grinding Ore Characterization Basis  
Develop an open-source laboratory test and specific energy basis that mine owners and design engineers can use to both generate first-pass “generic stirred mill” equipment sizes  
Standard Bond Ball Charge and Bond Test Reference Materials  
Carried out concurrently, they will provide a source of the standard Bond Ball Mill Test ball charge to the industry and generate reference materials that can be used to check individual lab results compared to a standard |
| Mineral Processing | Geometallurgy (GeoMet) Develop guidance on industry best practices in geometallurgy, targeted at young professionals entering the industry, mining company decision-makers and the general mine workforce | Grinding Circuit Efficiency  
Developing a guideline to capture best practices in grinding circuit efficiency |
| Mineral Processing | Process Control Developing guidance to address issues such as a lack of standardized operating procedures, very few KPIs, differences between how different operators run the plant, etc. and a general lack of understanding throughout industry about geometallurgy and its role | Starkey SAGDesign Guideline for Comminution Testing and Grinding Mill Design  
Outline the Starkey SAGDesign test and design methodology and make it widely available for public use |
| Mineral Processing | Metal Accounting Proposed guideline on operations (performance/inventory monitoring and troubleshooting). Design (best practices in accounting system design), and governance (implementing the metal accounting code) |  |
### EXECUTIVE COUNCIL

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<tr>
<th>Chair</th>
<th>Incoming Chair</th>
<th>Outgoing Chair</th>
<th>Vice-Chair Working Groups</th>
<th>Treasurer</th>
<th>Secretary</th>
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| Michelle Ash  
CEO, Geovia Division  
Dassault Systèmes | Kalev Ruberg  
VP Future and CIO  
Teck | Helius Guimaraes  
Digital Transformation Leader  
Alcoa | Andrew Scott  
Principal Innovator  
Symbiotic Innovations | Kelly McLean  
Data Scientist  
PETRA Data Science | Mark Richards  
Manager Mining Technology,  
Technical Services Group  
Teck |

### GOVERNING COUNCIL

#### Executive Council members

#### Regional Representatives

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<th>Latin America</th>
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<th>Brazil</th>
<th>South Africa</th>
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<tbody>
<tr>
<td>Ricardo Aguilera, Director Customer Engagement, RPM Global</td>
<td>Laura Mottola, President &amp; CEO, Flow Partners</td>
<td>Patricia Procopio, Founder, MP Consulting</td>
<td>Jean-Jacques Verhaeghe, Programme Manager: Real-Time Information Management Systems (RTIMS), ICT, and Digitalisation, JVA</td>
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#### Working Group Leaders

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<tr>
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Principal Innovator  
Symbiotic Innovations | Amy Callahan, Managing Director  
Liv Carroll, Senior Principal, Analytics, Digital Mining  
George Long, Senior Manager Resources, Digital Transformation |
| Anglo American | Aurecon | BHP | Caterpillar | Dassault Systèmes |
| Carlos Erazo, Principal Mine Modernisation | Graeme Mitchell, Director Autonomous Systems  
Brent Slattery, Capital Performance Leader | Chirag Sathe, Principal Risk & Business Analysis Technology | Carl Hendricks, Mining Automation & Solutions Regional Manager  
Michael Murphy, Chief Engineer | Jeff Hamilton, Director - Brand Strategies & Alliances |
| Epiroc | Glencore | Hatch | Inmarsat | Komatsu |
| Don King, VP - Global Strategic Customers  
Anders Hedqvist, VP Research & Development  
Mikael Ramstrom, VP Product Portfolio Automation & Interoperability | Tony Egan, Coal Assets Australia  
Dominic Fragomeni, VP, Strategic Innovations  
Owain Morton, Business Transformation Mining Lead | Vic Fitzmaurice, Mining Lead Australia  
Denis Gratton, Mining Executive, Strategic Planning, Operations, Technical Services, Project Development and Execution  
Farah Kaboodanian, Control & Automation Global Discipline Director | Nick Prevost, Director of Mining Innovation | Brian Fox, VP - Product Management  
Michael Lewis, VP - Product Innovation |
| METS Ignited | Motorola | Orica | Stantec | Teck |
| Adrian Beer, CEO  
Ian Dover, General Manager | Lisa Boutilier, Corporate Account Manager - Mining, North America  
Scott Schoepel, VP Commercial Markets | Santiago Burgada, Head of Marketing  
Richard O'Meara, NA Technical Services Director | Kate McLaughlin, Discipline Leader, Mining  
Jon Treen, Senior VP | Mark Richards, Manager Mining Technology |
| Vale | Vedanta | | | |
| Luke Mahony, Global Head of Geology, Mine Engineering, Geotechnical and Technology & Innovation | Praveen Singh, Digital Officer  
Vinod Wagh, Leading Technology Initiatives | | | |

LEADERSHIP COUNCIL
INDUSTRY FOCUS = GMG FOCUS

GMG is an industry-led open platform – global priorities are industry’s priorities which are our priorities. Our members identify areas of focus and together we set out to develop knowledge, educate and provide guidance to the global mining industry.

In response to the COVID-19 pandemic, we are focusing on enabling our members to collaborate on projects and share best practices of how they are currently working towards ensuring their sustainability while not compromising the health and safety of their workers.

The opportunities for cross-learning are endless.